

ACSC/DEJ/014F/96-04

COMBATANT COMMANDS INFORMATIONAL SERIES
USEUCOM

A Research Paper

Presented To

The Directorate of Research
Air Command and Staff College

In Partial Fulfillment of the Graduation Requirements of ACSC

by

Maj Steven D. Burton
Maj Gregory H. Hinton
Maj Gary W. Klabunde
LCDR Jack P. Miller
Maj Anthony J. Rock

DISTRIBUTION STATEMENT A

Approved for public release;
Distribution Unlimited

April 1996

19971215 006
DEIC QUALITY INSPECTED 3

New Text Document.txt

10 DECEMBER 97

This paper was downloaded from the Internet.

Distribution Statement A: Approved for public release;
distribution is unlimited.

POC: AIR WAR COLLEGE
AIR COMMAND AND STAFF COLLEGE
MAXWELL AIR FORCE BASE, AL 36112

Disclaimer

The views expressed in this academic research paper are those of the authors and do not reflect the official policy or position of the US Government or the Department of Defense.

Contents

	<i>Page</i>
DISCLAIMER.....	ii
ACKNOWLEDGMENTS.....	iv
ABSTRACT.....	v
THE USEUCOM TOOLBOOK.....	1
Introduction	1
SOURCES.....	5
METHODOLOGY	8
USEUCOM TOOLBOOK OUTLINE	10
CONCLUSIONS	13
GLOSSARY	15
BIBLIOGRAPHY	16

Acknowledgments

We wish to thank the following for helping to fulfill informational requirements to complete this ToolBook USEUCOM staff members were very helpful in providing current documentation for up-to-date analysis. The members from the staff who were especially helpful were Colonel Erika Steuterman, Majors Mike Holmes, Dash Wilmont, and Wallace Cox, and Captain Dave Doran. Because the majority of “country study” information was derived from the Air University Library, we extend a hearty “thank you” for the staff’s exceptional professionalism and courtesy which was immensely beneficial to our end product. We also owe gratitude to Commander Mitch Alexander and Major Bob Hendricks for their patience and guidance as Faculty Research Advisors. Finally, we would like to thank our families for their unwavering support and unconditional understanding during the long hours and months required to create this Multimedia ToolBook.

Abstract

The dissolution of the Soviet Union and subsequent United States reduction in military forces drove a fundamental shift in military operational focus from preparation for battle with a monolithic superpower to constant reaction in a dynamic climate. This is particularly true of organizations like the United States European Command (USEUCOM) whose Area of Responsibility (AOR) and the diverse challenges it faces require it to maintain one of the highest operational and personnel tempos of the combatant commands. This change in focus limits the opportunity of personnel new to the command to obtain detailed orientation towards USEUCOM's responsibilities, challenges, and operations.

This altered environment creates a requirement for orientation programs to be completed prior to arrival at the command. One tool available to alleviate this training shortfall is the use of Multimedia ToolBook. This hypermedia computer-based training product can consolidate volumes of information including text, images, and diagrams helping the user familiarize himself with the organization's AOR, mission, strategy, and challenges. Because it is adaptable, accessible and portable, it offers the best medium presently available to disseminate such information at relatively low costs. Additionally, due to its self-contained executable computer program, it can be employed by students at professional military education programs (PME), theater component commands, or various other government and Department of Defense customers.

This research project concentrates on creating a product describing USEUCOM and its AOR. Team members conducted exhaustive research culminating in the genesis of the USEUCOM ToolBook. Sources include interviews with USEUCOM staff officers, command documents, *Internet* home pages, traditional library searches of books and magazines, and maps of the countries in the AOR. The product itself is an article of hypertext software, featuring extensive graphics, images, and text in an interactive format.

This paper presents the capabilities of the USEUCOM ToolBook, describes its sources, and their incorporation into the genesis of that product. It discusses the situation at the combatant commands and the effect downsizing plays on the Department of Defense. These cutbacks require the military to embrace innovative techniques to ensure new personnel are adequately trained in the minimum amount of time, ensuring their effectiveness upon arrival. One method is the use of Multimedia ToolBook, which can provide significant advantages as an orientation tool in enhancing personnel productivity.

Chapter 1

The USEUCOM ToolBook

Introduction

With the dissolution of the Soviet Union and subsequent reductions in military forces, came a shift in fundamental military operational focus from preparation for battle with a monolithic superpower to continual reaction to a dynamic environment. This is particularly true regarding the presence of overseas forces. Due to the extent of the United States European Command's (USEUCOM) Area of Responsibility (AOR) and the diversity of the challenges it faces, USEUCOM currently maintains one of the highest operational and personnel tempos of the combatant commands. This tempo, combined with overseas military force reductions, limits the opportunity of the command to provide thorough orientation to its mission, strategy, and specific AOR to newly assigned personnel. To ensure the earliest possible productivity in their recent assignments, new personnel should arrive in theater familiar with USEUCOM's responsibilities, challenges, and recent and current operations.

Time lost to training, while instrumental to competence, is time lost in productivity. One of the major challenges facing combatant commands today is preparing personnel for new positions. Because of the smaller sizes of CINC staffs, individuals reporting have

less time to train. Historically, individuals reporting to a staff had between 1 to 6 months to get completely up to speed with their job requirements and oriented to the command. Some staff assignments are such that the members filling those positions remain in that job for their entire 22 to 36 month tours. Others have higher turnover rates and individuals find themselves changing positions several times while on the staff. The turnover of personnel, whether for the shorter or longer held positions, creates a degree of instability in the staff. The criticality of the position and the amount of information available to orient individuals toward their new duties compounds this instability. Finally, complexity of the position itself and learning capabilities of the individual assuming that position impact training time.

Multimedia ToolBook can help eliminate the shortcomings of training for job changes on joint staffs. ToolBook in its basic form can take volumes of tedious flat text required for new jobs and convert them into living, speaking, visual text. The objective of this format is to convert pages and pages of the written word into a concise version which viewers can understand and retain better. ToolBook accomplishes this at any required level from one book to volumes of text required for a job. It incorporates visual items with ready access. For example, ToolBook can describe a country and then, with a click, show images of it to the viewer. Or, if the individual is familiar with that country, he or she can skip that step, saving time. Two potential uses of ToolBook are that commands can use the product to develop broad-based orientation programs or construct them to relate to specific positions within the organization. For job specific versions, the designer can incorporate multiple choice or true and false quizzes to enhance information retention. In either case, the designer can create a ToolBook which comprehensively

presents the facts about the command, its organization, its areas of responsibility and interest (AOR/AOI), and its tasking. Authors can design this information to simply orient the individual to the organization, or the presentation can go more in depth, explaining all of the factors facing the command and include command philosophy and strategy.

The uses of the product are many. The comprehensive type ToolBook can provide an orientation to the command. Used in the public affairs realm, the ToolBook can introduce the command to any dignitary who might plan to visit. It can help familiarize alliance or coalition partners with the command's perspective. As a reference for command members, the ToolBook can provide up-to-date directives and instructions. Most importantly, it can orient new command members prior to their arrival. Having comprehensive orientation material months in advance can aid new members in understanding their role in the organization. An expanded version of the ToolBook could both help them become oriented to their new position, and also help determine the appropriate people to contact for assistance in relocating. ToolBook can be a significant step in getting new staff members up to speed on their responsibilities prior to their arrival. This can significantly reduce the transition time between their arrival and their complete comprehension of their job responsibilities. Simply put, it will orient them to their new command so they can concentrate on learning their new job responsibilities.

To help bridge this educational gap, Air Command and Staff College (ACSC) developed the Combatant Command Informational Series providing concise comprehensive information covering each of the nine unified commands. The purpose of this series is to create a self-contained, adaptable, and easily distributable learning tool. Additionally this product will be used by students at professional military education

programs (PME), theater component commands, or numerous other governmental customers. With the proliferation of computers and advent of computer based training systems, the CD-ROM has become an excellent medium for circulating this sort of information.

This research project focuses on providing the product for the USEUCOM AOR. Team members conducted exhaustive research over a 6 month period culminating in the genesis of the USEUCOM ToolBook. This research includes interviews with USEUCOM staff officers, analysis of command documents, "surfing" the *Internet*, exploration of library sources, and map study. The product itself is an article of hypertext software, featuring extensive graphics, images, and text in an interactive and easily accessible format. The actual research product is referred to as a ToolBook.

Chapter 2

Sources

The product incorporates research from two main categories due to the complexity, diversity, and physical size of the USEUCOM AOR. The first is a general study of the countries of the AOR. The second is a specific analysis of USEUCOM's organization, history, challenges and strategy, and operations. All information in the ToolBook is unclassified with the intent of making the product accessible to as many customers as possible. Additionally, the team uses non-copyrighted material whenever able.

The primary and secondary sources for the country studies are the *CIA World Factbook* and the Department of State *Country Background Notes*. The CIA publishes the factbook annually and it provides a succinct description of each country including political leadership, economics, culture, geography, and military composition. The *Country Background Notes*, published periodically, offer much of the same general information, but delve deeper into historical, cultural, and foreign relations issues. The *Internet* provides researchers immediate access to digitally formatted versions of these documents significantly enhancing data compilation.

The Federal Research Division of the Library of Congress produces the *Area Handbook Country Studies* series, another excellent source of data. While not all countries are available due to recent changes in the geopolitical environment throughout

the AOR, books that are available provide extremely detailed information covering all aspects of the nation. A limitation of this series is that some of the books are as much as four years old and don't reflect recent changes in the military, economy and political environment. In these cases, researchers balance older data with more recent studies.

Researchers obtained back up data and statistical references from both the *EUROPA World Yearbook, 1995* and the *Dorling Kindersley World Reference Atlas*. Both of these sources are published annually ensuring currency of data. The *EUROPA World Yearbook, 1995* is detailed to the point of providing specific information on government, economic, and religious entities (including addresses). Conversely, the *Dorling Kindersley World Reference Atlas* is more generally oriented offering many charts, icons, and graphs covering the same topics.

The primary reference for information on the armed forces of the countries is *The Military Balance, 1995-1996*. The International Institute for Strategic Studies authors this and it offers specific data organized by service component of each of the nations to include lists of hardware possessed by each country.

The two primary sources of information about command specific issues are the 1995 *CINC's Posture Statement* by Gen George A. Joulwan and the *USEUCOM Strategy of Engagement and Preparedness*. The USEUCOM CINC gives the *CINC's Posture Statement* annually to the House National Security Committee and it is a comprehensive document outlining the strategic environment facing the command, the strategic concepts the command employs, and the recent and ongoing operations throughout the AOR. This posture statement is largely derived from the *USEUCOM Strategy of Engagement and Preparedness* which also includes the CINC's vision and theater objectives. Finally, this

document is closely aligned with, and written to support, the *National Security Strategy of Engagement and Enlargement* as well as the *National Military Strategy of the United States of America 1995*.

Another invaluable source of information is the *USEUCOM Internet Home Page* which offers links to many other Department of Defense home pages including the *Bosnia Link*. The *USEUCOM Home Page* provides much of the command organization structure, history, and data on current operations. This source is extremely important as the time available to talk to human sources in both the operations and plans directorates is very limited due to the ongoing Operation Joint Endeavor. Compounding this problem is the seven hour time difference between Montgomery, Alabama, and Stuttgart, Germany, and the lack of availability of overseas Autovon telephone lines. Finally, the team uses various periodical articles and other printed material from defense sources to round out the research effort and provide information required for the ToolBook.

The USUCOM ToolBook consolidates these various sources into an easily updatable, transportable and accessible product helping the user familiarize himself with the organization's AOR, mission, strategy and challenges.

Chapter 3

Methodology

The team created this product for potential customers requiring an orientation toward USEUCOM and the nations of its AOR. Since the intent is to provide users with a fundamental knowledge enabling them to become familiar with this subject, it is not an in-depth study, but rather a starting point from which the customer can expand his knowledge.

The ToolBook presents each of the countries in the AOR in six separate sections or “pages.” The first is a fact page which provides general statistical and geographical data. The other sections use Col John A. Warden’s “five ring” systems analysis model as presented in his 1993 article “Concepts in Air Power for the Campaign Planner” for guidance. These include pages covering leadership, system essentials, infrastructure, population, and fielded forces. As such, the material presented is of a more general nature and conforms to Warden’s model.

The balance of the ToolBook uses the *USEUCOM Strategy of Engagement and Preparedness* as an outline and starting point for the presentation as it is the definitive command document. This outline establishes guidelines for the depth of research required to provide specific data to the user. Graphics, including charts, tables, maps and photographs, are inserted to enhance the overall understanding of the material presented.

The team scanned some of the media material from printed sources inserting it into the ToolBook. Another excellent source of images is the *Internet*, which allows for direct importation into the ToolBook.

The underlying premise during ToolBook creation was the concept that it must be user-friendly while maintaining maximum interactive capability. To achieve this, the table of contents became the central hub for navigation. Also, within each page there are several methods for moving from one section to another. An innovative example of this is the use of countries in the map of the AOR as buttons to "jump" to a nation as well as a flag in each nation to "jump" back. To ensure maximum consistency, each team member was responsible for creating files of information, in turn, incorporated into the ToolBook template by one or two team members. This aides in the smooth application of "hotwords" connecting related topics throughout the ToolBook.

The resulting product is extremely user-friendly and concisely communicates the most important facts relating to USEUCOM.

Chapter 4

USEUCOM ToolBook Outline

The USEUCOM ToolBook consists of six chapters. These include USEUCOM general overview, country studies, theater strategy, challenges to stability, current operations, and ToolBook general information sections.

USEUCOM is the title of Chapter One. It provides a brief description of missions, history, command organization, and a general description of the AOR. It also covers USEUCOM interrelations with other combatant commands. This chapter continues with a brief explanation of the strategic environment. It concludes with a listing of component service forces present in USEUCOM's AOR.

Chapter Two, USEUCOM AOR, addresses each country within the AOR. This section is divided into three geographical regions: Europe, the Middle East, and Africa. Each region is accessed using a separate map. Within each region, each country is concisely but comprehensively dissected using the systematic “five rings” model.

Chapter Three covers USEUCOM theater strategy. This section begins with a strategic overview including the CINC's vision of the theater end-state. The Chapter continues discussing the dual objectives of “Promoting Stability” and “Thwarting Aggression.” The focus of the section on “Promoting Stability” is regional. The methodology to address the second objective, “Thwarting Aggression,” is capabilities

based and covers the AOR as a whole. The next three sections encompass discussions of USEUCOM's strategic concepts including "Engage in Peacetime," "Respond to Crisis" and "Fight to Win." Again, the chapter discusses the first of these regionally, while the latter two are mission oriented. The Chapter concludes describing USEUCOM resources including funding, forces and infrastructure.

Chapter Four continues by examining challenges to stability within USEUCOM's area of operation, beginning with Europe and focusing on Balkan peacekeeping and U.S. security interests applicable to that region. The chapter next addresses challenges posed to USEUCOM by three of Africa's regions-North, Sub-Saharan, and Western. It continues looking at the former Soviet Union and addressing the challenges Russia and fellow Commonwealth of Independent State members pose. Finally, the chapter concludes by examining transnational dangers including weapons of mass destruction, conventional arms flow, mass refugee flow, and combating terrorism.

Chapter Five begins by describing the recent increase in USEUCOM operational requirements compared to historical levels. USEUCOM operations in recent years have both become more common and now span the spectrum from humanitarian aid to alliance development to regional warfare. USEUCOM's major current operations are in the Balkans as a member of the NATO peace enforcement plan in Bosnia-Herzegovina, and as a participant in the UN peacekeeping operation in Macedonia. In Southwest Asia, the humanitarian mission to aid the Kurdish population of Iraq continues, as does enforcement of the Iraqi northern "no-fly" zone, and support for UN mandated trade sanctions and weapons of mass destruction inspections. The chapter includes situation and mission descriptions, supporting data, and maps of the respective areas of operations.

The chapter concludes by discussing USEUCOM navigational, rescue, and alternate landing site support for space shuttle operations.

Chapter Six, General Information, deals with ToolBook manipulation and other general information. In a nutshell, it is the "help section" of the book. It focuses on operating hypertext books, using buttons to navigate, how hotwords and other objects work, and special features of the USEUCOM book. This chapter also includes the index.

Chapter 5

Conclusions

This paper presents the capabilities of the USEUCOM ToolBook, describes its sources, and their incorporation into the genesis of that product. It discusses the situation at the combatant commands and the effect downsizing plays on the Department of Defense. These cutbacks require the military to embrace innovative techniques to ensure that new personnel are adequately trained in the minimum amount of time, ensuring their effectiveness upon arrival. One of these methods is use of Multimedia ToolBook, which provides significant advantages as an orientation tool in enhancing personnel productivity.

The advent and popularity of the CD-ROM makes it possible to distribute large information files/programs practically anywhere. Because of this, ToolBook is an easily adaptable, accessible, and transportable medium using computer based training, primarily the CD-ROM format. ToolBook offers the combatant commands an opportunity to educate new personnel on its AOR, strategies, challenges, operations and any other relevant topics prior to their arrival in theater. It can be also be used as an introduction to the organization for students at professional military educational facilities and by other military and government customers.

While ToolBook is not a panacea for all training constraints, it is an aid to help overcome many organizations' education and orientation shortfalls. It allows commands to tailor information presenting themselves as extensively as required for specific needs. ToolBook presents a complete picture undistorted by time constraints or briefer/trainer perspectives. To improve methodology and to enhance the user's understanding of new information and operations, this form of computer-based training provides the most effective and efficient means toward total training today.

Glossary

ACSC	Air University's Air Command and Staff College
AOI	Area of Interest
AOR	Area of Responsibility
CD-ROM	Compact Disc- Read Only Memory
CIA	Central Intelligence Agency
CINC	Commander in Chief (Unified Combatant Command)
PME	Professional Military Education
NATO	North Atlantic Treaty Organization
UN	United Nations
USEUCOM	United States European Command

Bibliography

Ackerman, Robert K.. "Command and Control Defines Functions of European Forces." *Signal*. 49 no. 3 (November 1994): 49-51.

Adams, Juanita, ed. *Albania*. United States Department of State Background Notes Series. Washington, DC, 1986.

_____, ed. *Bulgaria*. United States Department of State Background Notes Series. Washington, DC, 1990.

_____, ed. *Finland*. United States Department of State Background Notes Series. Washington, DC, 1990.

_____, ed. *Liechtenstein*. United States Department of State Background Notes Series. Washington, DC, 1989.

_____, ed. *Netherlands*. United States Department of State Background Notes Series. Washington, DC, 1991.

_____, ed. *Romania*. United States Department of State Background Notes Series. Washington, DC, 1988.

_____, ed. *Sweden*. United States Department of State Background Notes Series. Washington, DC, 1989.

Arana-Barrada, Louis A., MSgt. "Operation Joint Endeavor" *Airman*. February, 1996. U.S. Air Force Home Page <http://www.dfic.mil/airforcelink/pa/new/airman/0296/joe.htm>

Asymetrix Corp. *Multimedia ToolBook User Manual and OpenScript Reference*. Bellevue: Asymetrix Corp., 1994.

_____. *ToolBook User Manual*. Bellevue: Asymetrix Corp., 1994.

Bachman, Ronald D., ed. *Romania: A Country Study*. Federal Research Division, Library of Congress, 1991.

Binnendijk, Hans. "The Case for Forward Deployment." *Joint Force Quarterly* Summer, 1995: 7.

Bremner, Marilyn J., ed. *Denmark*. United States Department of State Background Notes Series. Washington, DC, 1995.

_____, ed. *France*. United States Department of State Background Notes Series. Washington, DC, 1995.

_____, ed. *Germany*. United States Department of State Background Notes Series. Washington, DC, 1995.

_____, ed. *Italy*. United States Department of State Background Notes Series. Washington, DC, 1995.

_____, ed. *United Kingdom*. United States Department of State Background Notes Series. Washington, DC, 1995.

_____, ed. *Portugal*. United States Department of State Background Notes Series. Washington, DC, 1995.

Brewster, Casondra, Spec. "Mission in Macedonia." *Soldiers*, June, 1995, U.S. Army Home Page: <http://www.redstone.army.mil/soldiers/june95/p31.html>

Brooks, Jo, ed. *Norway*. United States Department of State Background Notes Series. Washington, DC, 1992.

Burant, Stephen R., ed. *Hungary: A Country Study*. 2nd ed. Federal Research Division, Library of Congress, 1990.

Collelo, Thomas, ed. *Lebanon: A Country Study*. 2nd ed. Federal Research Division, Library of Congress, 1989.

_____, ed. *Syria: A Country Study*. 2nd ed. Federal Research Division, Library of Congress, 1988.

Crouch, William W., Gen. "U.S. Army, Europe: A security Mission Redefined." *Army*. 45 no. 10 (October 1995): 69-75.

Curtis, Glenn E., ed. *Bulgaria: A Country Study*. 3rd ed. Federal Research Division, Library of Congress, 1993.

_____, ed. *Greece: A Country Study*. 3rd ed. Federal Research Division, Library of Congress, 1993.

_____, ed. *Poland: A Country Study*. 3rd ed. Federal Research Division, Library of Congress, 1994.

_____, ed. *Yugoslavia: A Country Study*. 3rd ed. Federal Research Division, Library of Congress, 1992.

Dorling Kindersley Publishing, Inc. *The Dorling Kindersley World Reference Atlas*. 1st American ed. New York, 1994.

Ellertson, Jack W., Col and Robert Kloeker, LtCol (Ret). "The Challenge of Joint Forces Training in USEUCOM." *Military Review*. 74 no. 5 (May 1994): 12-23.

Europa Publications Limited. *EUROPA World Yearbook 1995, Vol 1-2*. 36th ed. Rochester: Staples, 1995.

Freeman, Peter, ed. *Czech Republic*. United States Department of State Background Notes Series. Washington, DC, 1994.

_____, ed. *Estonia*. United States Department of State Background Notes Series. Washington, DC, 1994.

_____, ed. *Israel*. United States Department of State Background Notes Series. Washington, DC, 1994.

_____, ed. *Latvia*. United States Department of State Background Notes Series. Washington, DC, 1994.

_____, ed. *Lithuania*. United States Department of State Background Notes Series. Washington, DC, 1994.

Gawdiak, Ihor, ed. *Czechoslovakia: A Country Study*. 2nd ed. Federal Research Division, Library of Congress, 1989.

Guido-O'Grady, Deborah, ed. *Cyprus*. United States Department of State Background Notes Series. Washington, DC, 1992.

_____, ed. *Turkey*. United States Department of State Background Notes Series. Washington, DC, 1991.

Joulwan, George A., Gen. "European Command: Theater in Conflict." *Defense Issues*. 9 no. 25 (1994): 1-6.

_____. "European Theater Remains One of Conflict and Transition." *Defense Issues*. 10 no. 40 (1995): 1-11.

_____. "U.S. European Command: Regional Challenges Abound." *Defense*. no. 3 (1994): 11-21.

Knecht, Peter A., ed. *Belgium*. United States Department of State Background Notes Series. Washington, DC, 1994.

_____, ed. *Greece*. United States Department of State Background Notes Series. Washington, DC, 1990.

_____, ed. *Lebanon*. United States Department of State Background Notes Series. Washington, DC, 1990.

_____, ed. *Luxembourg*. United States Department of State Background Notes Series. Washington, DC, 1990.

_____, ed. *Spain*. United States Department of State Background Notes Series. Washington, DC, 1995.

_____, ed. *Syria*. United States Department of State Background Notes Series. Washington, DC, 1994.

Macdonald, Chris, ed. *Hungary*. United States Department of State Background Notes Series. Washington, DC, 1994.

Metz, Helen Chapin, ed. *Israel: A Country Study*. 4th ed. Federal Research Division, Library of Congress, 1990.

Natal, Dottie, and Erik Reitan. *Special Edition Using Asymetrix Multimedia ToolBook 4*. Indianapolis: QUE Corp., 1995.

NATO Home Page: <http://www.nato.int/docu/facts/>

Nyrop, Richard F., ed. *Federal Republic of Germany: A Country Study*. 2nd ed. Foreign Areas Studies The American University, 1982.

Pinkelman, Jim, ed. *Switzerland*. United States Department of State Background Notes Series. Washington, DC, 1991.

Pittman, Paul M., III, ed. *Turkey: A Country Study*. 2nd ed. Federal Research Division, Library of Congress, 1988.

Shinn, Rinn S., ed. *Italy: A Country Study*. 2nd ed. Foreign Areas Studies The American University, 1982.

Solsten, Eric, ed. *Cyprus: A Country Study*. 2nd ed. Federal Research Division, Library of Congress, 1993.

_____, ed. *Portugal: A Country Study*. 3rd ed. Federal Research Division, Library of Congress, 1994.

Solsten, Eric and David E. McClave, eds. *Austria: A Country Study*. 3rd ed. Federal Research Division, Library of Congress, 1994.

Solsten, Eric and Sandra W. Meditz, eds. *Finland: A Country Study*. Federal Research Division, Library of Congress, 1990.

_____, eds. *Spain: A Country Study*. 2nd ed. Federal Research Division, Library of Congress, 1990.

Starr, Barbara. "Jane's Interview with Gen George Joulwan, NATO's Supreme Allied Commander Europe and Commander in Chief, US European Command." *Jane's Defense Weekly*. 22 no. 11 (17 Sep. 1994): 40.

Stockman, Anita, ed. *Poland*. United States Department of State Background Notes Series. Washington, DC, 1988.

The International Institute for Strategic Studies 1994. *The Military Balance 1995-1996*. London: Brassey's, 1994.

U.S. Air Force in Europe. Home Page: <http://www.usafe.af.mil/direct/cc/info.html>

U.S. Army in Europe. Home Page: http://199.56.154.3/info_center/army/USAEUR.html

U.S. Central Intelligence Agency. *The World Factbook 1995*. Washington, DC, 1995.

U.S. Department of Defense. Home Page: <http://www.dtic.mil/defenselink/>
 _____. BosniaLink: <http://www.dtic.dla.mil/bosnia/>

U.S. Department of State. *Austria*. United States Department of State Background Notes Series. Washington, DC, 1992.

_____. *Malta*. United States Department of State Background Notes Series. Washington, DC, 1995.

United States European Command. *USEUCOM Strategy of Engagement and Preparedness*. Office of the Commander in Chief. Stuttgart-Vaihingen, Germany, February, 1995.

_____. *USEUCOM CINC's Posture Statement*. Office of the Commander in Chief. Stuttgart-Vaihingen, Germany, March, 1995.

_____. *USEUCOM Command Operations Brief*. Office of the Commander in Chief. Stuttgart-Vaihingen, Germany, 18 October, 1995.

_____. Home Page: http://199.56.154.3/info_center/

_____. *Command History*. Rodelheim, Germany, 1982-1985.

_____. *Command Summary [for] November 1955 - March 1976*. S.l.:s.n., 1955-1976.

_____. *Statement of Gen George A Joulwan Commander in Chief United States European Command before the House National Security Committee*. Washington, DC, 2 March, 1995.

U.S. Navy in Europe. Home Page: http://199.56.154.3/info_center/navy/USNE.html

U.S. Special Operations Command in Europe. Home Page: http://199.56.154.3/info_center/joint/SOCEUR.html

Warden, John A. "The Enemy as a System." *Concepts in Airpower for the Campaign Planner*. Air Command and Staff College: Montgomery, 1993

Weinz, Joanna, ed. *Andorra*. United States Department of State Background Notes Series. Washington, DC, 1996.

_____, ed. *Ireland*. United States Department of State Background Notes Series. Washington, DC, 1995.

Wickman, Stephen B., ed. *Belgium: A Country Study*. 2nd ed. Foreign Areas Studies The American University, 1984.

Zickel, Raymond E., ed. *Soviet Union: A Country Study*. 2nd ed. Federal Research Division, Library of Congress, 1989.

Zickel, Raymond E. and Walter R. Iwaskiw, eds. *Albania: A Country Study*. Federal Research Division, Library of Congress, 1994.